

# Senior Leadership Team 27th JULY 2006

## Minutes

### Attendees:

Juliet Wheldon (Chair)	Peter Fish	Frances Nash
Robert Aitken	Simon Harker	David Noble
Julie Anderson	Tony Hindley	Stephen Parker
Valerie Cain	Kathy Hosker	David Pearson
Len Berkowitz	Richard Jackson	Alison Schofield
Jane Dawson	Patrick Kilgarriff	Graham Bate (Secretariat)
David Dunleavy	Philip Kent	Vincent Dolan (IIP Assessor)

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### Apologies:

Paul Jenkins  
Jonathan Jones  
Philip Kent  
Tony Hindley  
Doug Walters

### Observers

Andy Huggett  
Fliss Devine  
Mary Esplin

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### 1. Introduction

Juliet welcomed Vincent Dolan (IIP Assessor), and Andy Huggett (Lit 2) Mary Esplin and Fliss Devine(DOCS) as observers.

### 2. Action Log Update

SLT noted that Richard Jackson had published the agreed 'Principles of Good Communication' and that SLT members reported that they had arranged the cascade of principles to Teams via Team Leaders.  
All other actions had been cleared or were on track.

### 3. IIP Review Report

Vincent Dolan presented the IIP Review Report on the assessment, which was undertaken over three days in June. Vincent briefly recapped on the purpose and standards of IIP and presented his key findings.

A number of examples of Good Practice were identified including communications, empowerment and consultation, management effectiveness and planning, particularly around L&D.

Vincent noted TSol's work on diversity, recording it was some of the best he had seen in Whitehall. He also commented on the fact that TSol is seen as a good place to work by both people who had joined from other government departments and from the private sector. Vincent stated that he was impressed with TSol's focus on clients and the ethos of continuous improvement.

Vincent identified areas for improvement, including clarifying and communicating what makes a good leader/manager and identifying how TSol can balance the desire for good lawyers and other professionals to also be good leaders. There was lots of evidence of good leadership practice and behaviours but there were challenges for SLT in ensuring they are applied consistently across the business. Examples were different styles of

communication and challenging poor performance. Vincent acknowledged the considerable amount of time and resources put into creating and delivering the learning and development programmes in TSol but pointed out that the programme needed to align with business objectives and the general direction that the business was travelling. TSol should also be able to demonstrate the effectiveness of the programmes and be content with the associated cost/benefits.

SLT agreed that actions would need to be taken as a result of the feedback and considered how best to achieve and communicate this. SLT viewed the improvement activity as important not simply because of liP but because of TSol's commitment to continuous improvement. They concluded that badging the action plan simply under liP may not demonstrate that commitment and that TSol should look to weave the actions into existing improvement programmes where that was more appropriate. SLT agreed that the IIP Report should be published quickly, with a covering note explaining the key actions and inviting suggestions from staff as to how these might be tackled.

Once Paul Jenkins had met with Vincent, SLT actions would be finalised and communicated to all in TSol. **(Action: Alison)**

#### **4. Feedback from Divisions**

Noted that Alison Schofield will be moving to DCA, probably at the end of September.

#### **5. AoB**

Juliet thanked the SLT for their help and support in driving the improvements made at TSol over the last six years. David Pearson proposed a vote of thanks to Juliet for her contribution over the last six years noting that so many improvements had been due to her leadership and commitment.